



THE CITY OF SAN DIEGO

April 10, 2009

Mr. Andrew Maffia, CPA
AKT, LLP
5946 Priestly Drive, Suite 200
Carlsbad, CA 92008

Dear Mr. Maffia:

This letter is in response to the Water Department's Customer Support Division Fiscal Year 2008 Pay for Performance Verification of Goals Audit.

The AKT audit verified that Customer Support achieved 13 of the 18 goals that comprise the Fiscal Year 2008 Pay for Performance Program.

One of the deliverables on your contract is to make recommendations for improvements to the Pay for Performance Program. Below is a summary of these recommendations:

- Establish goals that can be easily verified/audited.
- Goal definitions should specify all information and actions necessary in order to verify goal completion.
- Goal definitions should exclude extraneous information that does not apply directly to the criteria for the calculation of goal achievement.
- Actual goal achievement should be reported, even if greater than 100%.
- The water conservation outreach goal should be evaluated to determine if it is challenging enough.
- Goals should be worded to incorporate dynamic changes in the population of items measured, such as when the number of backflows changes from the beginning to the end of the year.

Although the recommendations provided do not apply to all of the goals, the program overall will benefit by your recommendations. I will point out however that the water conservation outreach goal results did significantly exceed expectations. This was due to the region's current drought conditions that have prompted a heightened interest in water conservation outreach events, which was not as significant an issue last year when the goal was developed.

Your recommendations are appreciated.

Sincerely,

Mike Bresnahan
Deputy Director

Customer Support Division • Water Department

- ☐ Division Administration • 600 B Street, Suite 1150, MS 911A • San Diego, CA 92101-4588
- ☐ Customer Services Office • 600 B Street, Suite 1100, MS 911 • San Diego, CA 92101-4588
- ☐ Field Services & Investigations • 600 B Street, Suite 1200, MS 912 • San Diego, CA 92101-4588
 - ☐ Water Resources • 600 B Street, Suite 1200, MS 912 • San Diego, CA 92101-4588
 - ☐ Meter Services • 2797 Caminito Chollas, MS 43 • San Diego, CA 92105-5097